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June 4 '54

MEMORANDUM FOR: Director of Central Intelligence  
SUBJECT: Survey of the Office of Training

1. In May 1953, I suggested that the Inspector General make a survey of the Office of Training. My purpose was to obtain an objective analysis of the problems facing this Office and to get his recommendations as to ways and means by which the training effort could be improved.

2. The Inspector General's findings provide guidance on many aspects of OTR operations and, in addition, touch on a number of problems which were not made the subject of specific conclusions and recommendations. It seems appropriate, therefore, that I provide you with the following comments on the survey report, covering the Inspector General's recommendations, and the related problems which will require further study and decision.

I. COMMENTS ON INSPECTOR GENERAL'S RECOMMENDATIONS

\*RECOMMENDATION 1. The T/O of the Office of Training be cut to the level of its ceiling.

OTR COMMENT: Concur. However, the ceiling should be adjusted if additional requirements are placed upon the Office.

\*RECOMMENDATION 2. The Office of Training be reorganized into three staffs and six divisions, by a re-grouping of functions which the report describes in detail.

OTR COMMENT: Do not concur. Final action on reorganization should await the results of the survey of the Office of Training now being conducted by the Management Staff, and an internal survey conducted by officials of this Office. OTR will submit a counter-proposal in connection with further comments on reorganization.

\*RECOMMENDATION 3. The T/O of the Office of Training be revised to make the Director of Training a GS-18, the Deputy Director a GS-17, and the Division Chiefs GS-16's. The title be changed from Director of Training to Assistant Director for Training.

OTR COMMENT: Concur.

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\*RECOMMENDATION 4: A high-level training admissions board composed of representatives of different components be established to periodically screen applicants for training courses to insure that there is no abuse of training activities and to serve as an instrument for effecting an even flow of applicants.

OTR Comment: Concur, with the following reservations. I believe that this problem is diminishing because of action now being taken jointly by OTR, the Training Committee, and the Career Service Boards to control more effectively the selection of candidates for training; more might be accomplished by increasing the stature of training representatives along the lines suggested in Recommendation 16 below; it is not anticipated that such an admission board would have any major effect on achieving a more even flow of applicants.

\*RECOMMENDATION 5: A committee composed of one representative each from DD/I, DD/A, DD/P, OTR and chaired by a representative of the Management Staff, should review all non-OTR training conducted by the Agency. Training best conducted by OTR should be transferred to it. Agent training conducted by the DD/P area divisions should be given at least staff supervision by OTR to insure a minimum of duplication and overlapping.

OTR Comment: Concur with part one; such a review is needed. While I concur in principle with part two of this recommendation, it should be noted that supervision is now effected by senior members of the respective area divisions and appropriate DD/P staffs. Transfer of supervisory responsibility to the Office of Training without clearly defining the degree of supervision desired and without commensurate authority would produce ineffectual results.

\*RECOMMENDATION 6: All training done by other offices, e.g., language of FDD, various projects of OTR, be put under the staff supervision of OTR.

OTR Comment: Concur in principle, provided OTR is given sufficient authority to enable it to perform the supervisory function effectively.

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OTR Comment: Do not concur. I cannot accept responsibility for staff supervision over training programs without authority to examine training objectives, determine methods of instruction, prescribe training context, establish training standards, or select the instructional staff.

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\*RECOMMENDATION 8. OTR make a study of what training could be offered to other intelligence agencies directed toward becoming the Graduate School in the intelligence field.

OTR Comment: Concur. Action will be taken.

\*RECOMMENDATION 9. OTR receive responsibility for coordination of the preparation of all manuals on doctrine.

OTR Comment: Concur. This will be the subject of a staff study to be submitted separately.

\*RECOMMENDATION 10. The initial orientation lecture be divided into the present three-hour presentation for junior-level personnel on a weekly basis, but a more sophisticated three-hour orientation lecture once a month for senior-level personnel.

OTR Comment: Concur. Will comply at the earliest possible date.

\*RECOMMENDATION 11. Employees taking language training at Agency expense be required to commit themselves to maintaining proficiency in the language, and that periodic follow-up examinations be given.

OTR Comment: Concur in principle, but I have serious reservations concerning the practical value of such a requirement. The problem of getting a maximum return on the Agency's investment in language training can best be solved by proper selection of candidates for training and proper placement of those trained. This Office is prepared to give follow-up examinations, upon request, to persons who have had language training.

\*RECOMMENDATION 12. DD/A interest himself in the unused potential of  for all types of administrative training under simulated foreign field conditions.

OTR Comment: Concur. OTR will cooperate fully with DD/A.

\*RECOMMENDATION 13. Increase in the quality and quantity of management and supervisory training; this should receive the personal attention of the Director of Training.

OTR Comment: Concur. I wish to point out, however, that I do not concur in the Inspector General's over-all evaluation of management training activities, because (1) no mention was made of the well established and effective clerical training program; and (2) Management Course A was surveyed while still in the developmental stage, after only one complete performance; it has since been offered five times and has been received with increased enthusiasm.

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\*RECOMMENDATION 14. Training evaluation mechanisms be formed by giving greater consideration to the desires of the operating components as to what factors, in what fashion, they wish evaluated.

OTR Comment: Training evaluations are under continuous study by OTR in an attempt to meet the requirements of all consumers. The immediate supervisor of the trainee is only one of the principal consumers of this information. The format and content of training evaluations are of equal importance to Career Service Boards, the Personnel Office, and the Office of Training.

\*RECOMMENDATION 15. The content and organization of the SIC (I) be reviewed.

OTR comment: Concur. Specific recommendations have already been adopted.

\*RECOMMENDATION 16. The DD/P be advised that the Clandestine Services Training Committee is not satisfactorily performing as a policy and policy enforcement instrument; DD/P be encouraged to appoint a full-time staff representative for training matters, to be supported by the Clandestine Services Training Committee.

OTR Comment: Concur, and request the immediate attention of DD/P.

\*RECOMMENDATION 17. In order to provide for the assignment of the most experienced and competent operational personnel to OTR for tours of instructional duty, their assignment should be authorized at the GS-rating they possess, regardless of the GS-rating of any vacancies on the OTR table of organization.

OTR Comment: Concur, and request immediate approval.

\*RECOMMENDATION 18. Consideration should be given by DD/P to make available to OTR senior operational individuals returning from the field for a period of time sufficient to allow them to record their experiences and operational views, and additionally to allow them to assist in the presentation of at least one course in their field of specialty.

OTR Comment: Concur. OTR will submit at an early date a staff study on this subject.

2. Conclusion 16 in the Inspector General's report implies the desirability of leaving the junior officer training program under the jurisdiction of the Director of Training. Early resolution of this question will dispel present disquieting uncertainties.

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## **II RELATED PROBLEMS**

A careful analysis of the report of the survey submitted by the Inspector General reveals certain stated or implied problems which require policy decision or direction. Recommendations for the resolution of these problems are not specifically indicated in the Inspector General's report. I am therefore re-stating the issues in the order of their significance to the Office of Training. Completed staff work on these problems will be submitted as completed, in order to assist you in taking appropriate action.

1. At present there is no agreed definition as to linguistic competence or kinds of area knowledge intelligence personnel should possess. There is no firm Agency policy pertaining to required levels of linguistic proficiency or area specialization to guide operating components in their establishment of realistic training requirements. Decision and enunciation of policy concerning these matters is fundamental to the improvement of the operational competence of the Agency.
2. Should the Office of Training assume responsibility for staff supervision of training conducted by other offices of the Agency, an obvious prerequisite is the establishment of commensurate authority by directive. The scope of this problem will be contingent upon the type and extent of staff supervision to be exercised by this Office.

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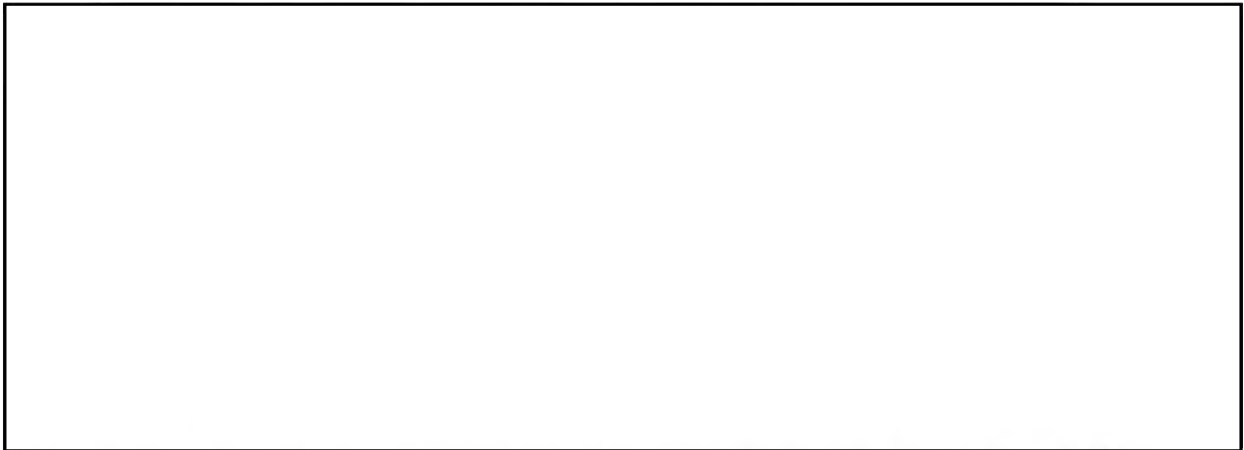
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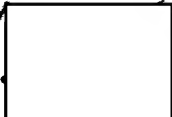
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6. Policy decision and direction are required in order to establish qualified senior training representatives at the office level. The relationships between the Office of Training and other offices of this Agency and the improvement of the training effort rest to a great extent on the stature and competence of the training liaison structure.
  7. There has been no orderly system established within CIA to provide for the rotation of qualified personnel between the operating components of the Agency and this Office. Establishment of Agency policy on this subject is urgently needed.
  8. The development, authentication, and publication of doctrine relating to the conduct of intelligence or executive operations as conducted by a national intelligence agency are extremely complex processes. Policy decision and direction are required in order to define, delineate, and establish responsibility for these functions.

MATTHEW BAIRD  
Director of Training

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